

BITS PILANI, DUBAI CAMPUS

Course – MGTS F211 – Principles of Management

2nd Year – Semester II – 2013-2014

Component
Maximum Marks

Comprehensive exam
80

Date
03.06.2014
Duration
3 hours

NOTE: Answer Section A and Section B in separate answer scripts.

SECTION – A

I. Answer the following questions: [10]

1. What is the Government of India primarily marketing when it invites global tourists to visit India through its "Incredible India" advertisement campaigns?
2. Company conducted a survey to assess the quality of service offered to customers. What part of marketing mix does it fall under?
3. Coal India Ltd. has published a one-page ad in all leading newspapers inviting the general public to buy the company shares. What is being marketed here?
4. While deciding on the location of its store, Wal-Mart checks if it would be a convenient location for customers. Which component of the marketing mix is the company focusing at?
5. What is being marketed when World Atlas is sold to school children either in book form or in a digital version?
6. If ABC Entertainment Company is hosting the Rock Desert Classic concert in Dubai, what is it primarily marketing?
7. Sachin Tendulkar used the services of professional sports marketing agencies to get endorsement contracts and to get advice on personal brand building. What is he marketing here?
8. Dubai Tourism and Commerce department markets the yearly month-long Dubai Shopping Festival to revitalize trade in Dubai.
9. The manufacturer decided to give a credit period of 30 days to his customers. What component of the marketing mix is the company aiming at to increase sales?
10. Pureit water filter advertisements were broadcast on all leading television channels for a period of 1 month. Which component of marketing mix is Unilever taking care of?

II. Identify the barriers in the following cases and give solutions to overcome them. [10]

11. A manager tells his team of members, "Our department must become more productive". Some employees interpreted the communication to mean, "Work harder and longer at the same rate of pay" and resented the message.
12. A customer had left a message on his supplier's answering machine asking him to call back as it is an emergency. He did not mention his name. The telephone number and email address was garbled so badly that it was difficult to decipher. The message was articulated so poorly that the receiver did not have enough information to act.
13. A customer service representative at a cable television station approached her manager with a preliminary proposal for increasing the number of subscribers. Her idea was to interview former customers who had dropped the service. The manager, while typing out something on his system and reading his screen replied, "I see some merit in your

idea. Work with it further.” Two months later, the manager asked the representative if she had completed the proposal. She replied that she had dropped the idea because the manager was not impressed by her proposal.

14. A middle manager learned that the company planned to shift entirely to a team structure and eliminate most middle-manager positions. The CEO advised him that he was eligible to apply for a business analyst position on one of the new teams. Two months later, when asked about his decision to apply for a new position, the manager responded, “I would like to have four teams reporting to me, and change my title to team manager”. The CEO was left wondering where the problem had occurred.

15. When the director of operations at a human-resources consulting firm was asked what she did, she replied: “At HR Works, we’re using technology to complement our existing human resources expertise and products. My primary focus is to benchmark, evaluate and implement new client services involving HR outsourcing solutions”. Many people who heard the answer to this question understood something about what the woman did for a living. Several others said, “I haven’t a clue:”

III. Comment on the following: [12]

16. Planning is a primary function that precedes all other management functions.
17. Open system is essential for organizational survival.
18. Retention of skilled manpower is more challenging than recruitment and selection.

IV. Identify the various levels of social responsibility in the following cases: [6]

- a) GE is pursuing environmental sustainability by working to protect and improve people’s current and future living environment. For over 6 years now, GE has been branding its green, environmental, and sustainability efforts as Ecomagination. Ecomagination offerings include products that significantly and measurably improve customers’ operating performance or value proposition and environmental performance by using renewable energy and reducing carbon emissions. The new Ecomagination initiative represented “GE’s commitment to address challenges such as the need for cleaner, more efficient sources of energy, reduced emissions and abundant sources of clean water”. What level of social responsibility has GE adopted through its Ecomagination initiative? Why do you think so?
- b) Tenet Healthcare Corp., paid \$5 million in December to settle a South Florida whistle-blower lawsuit alleging that the company paid kickbacks to doctors by allowing them to lease offices at below-market rates, among other favorable terms, in return for patient referrals — a violation of federal and state laws. There’s clearly a potential concern if a doctor is getting incentives from healthcare providers, whether that translates into that doctor doing more business with them, referring more patients to them, and on and on. Which level of social responsibility is being violated here? Explain.
- c) Pedigree dog food built its brand by focusing on the need for people to adopt homeless dogs. Funding the support and care of these animals and sponsoring a national adoption drive, Pedigree’s 2009 goal was to distribute \$1.5 million in grants to 1,000 shelters on World CSR Day. Explain the level of social responsibility that that Pedigree has adopted.

SECTION – B

I. Answer the following questions briefly: (4 Marks)

1. Building, plant and machinery are listed in which financial statement?
2. Patents, Goodwill, copyrights are categorized under which type of asset?

3. What is the main purpose of preparing financial statements?
4. Which financial statement shows cash receipts and payments?
5. Advertising expenses to be paid towards Gulf news for advertising its products - in which statement will it appear?
6. Term to indicate the decrease in the monetary value of an asset due to wear and tear over the period of use.
7. Which type of share holders get priority in receiving dividends?
8. Assets = ----- + Shareholders' equity

II. Draw hierarchy of needs for Harry R.L. Identify the fulfillment of his various needs with supporting statements from the following passage: [10]

Gulf Steel is pioneer in piping and fabrication in the Dubai region and is prominently known for its motivating factors and high employee retention rate. The company has received Dubai Quality appreciation certificate for the maintaining the safe and healthy work environment. Harry R.L after finishing his masters in engineering from India has joined Gulf Steel as sales engineer in 2008. He was offered an attractive package which includes accommodation, travel allowance, sales commission. Every day he used to travel to 2-3 construction sites to maintain a network for future contracts. The company's safety policy made it mandatory for every employee at workshop to wear helmet and safety gloves and gloves.

In 2011 Harry R.L received the best sales engineer award in an annual function and was promoted as design engineer for the project division. He was assigned individual responsibility of Government of Dubai projects and completed the operational activities successfully. Every weekend the company organizes events for entertainment and family gathering which promotes open communication amongst them to strengthen and enhance a sense of ownership for the benefit of the company. Revised policy of cash vouchers for kids care, annual vacation, life insurance for dependents and self supports the expenses along with suitable savings and motivates the employees to be loyal to the company. Based on the performance in January 2014 he was promoted as Project Manager and was assigned creative projects in Palm Jumeirah, which was his career ambition. Other benefits that he received due to positive performance appraisal included individual villa in the same area and a BMW seven series. He feels that he made a right choice in joining Gulf steel as it gave a boost to his career.

III. Read the following case and answer the questions given below:

- a) Indo Arabian Perfumes since its inception in UAE (2011) has exhibited stellar growth in retail sector with 55% market share in women perfumes, 65% for males, 85% for teenagers, and 63% for Kids as reported on December 31st 2013. President Mr. Markus in an annual meeting at head office in Bangalore announces expansion plans to other gulf countries like Bahrain, Qatar & Oman and appointed Edward, Anderson and Babin as regional managers respectively. The benefits given to them will be on par with Mohammed the Regional Manager of UAE.

Initially all production of perfumes was carried out in Bangalore due to abundant supply of sandalwood, rose oil and musk etc but with Dubai winning Expo 2020 the management decides to set up a manufacturing process in Jebel Ali Free Zone (JAFZA) to be headed by divisional manager Mr.Hussain. Mr.Jayaraj was appointed as divisional manager for Dubai which could serve as sales hub of Middle East region. The JAFZA division has separate work functions as Finance, Procurement, Production and Logistics while Dubai division has Human resource, Accounts, Sales and Customer Relations headed by the managers. The company specializes in producing Eau De Parfum, Eau De Cologne and Eau De Toilette. The production department was engaged in activities like distillation, absorption, extraction and blending monitored by supervisors Manuel, Ambesh, Raj and Rishi. To ensure smooth operations in sales it was separated as wholesale and retail division with Divya and Ritesh as Sales managers respectively.

Draw an organizational Chart and identify and elaborate on the different types of departmentation [12]

b) After the restructure of the UAE office a review on performance of the divisions was taken to avoid duplication of functions. The reports showed that the procurement manager Mr. Praneel has hardly contributed towards the work and did not negotiate with the suppliers had shown least interest in people and work. On the other hand human resource manager Mr. Gupta remained friendly with his staff to avoid criticism and causing the risk of productivity which had put lot of pressure on the production manager Mr. Arbaaz who had to motivate, inspire the workers and also put up competitive atmosphere for production output. Logistics needs to be improved as the manager. Sales division employees work round the clock and the manager hardly considers the work environment and their problem and emphasizes only on operational efficiency.

Draw a Managerial grid for the evaluation of the managers in UAE office. [6]

IV. Read the following case and prepare SWOT analysis (10 Marks)

With the onset of the football fever and 11 days to go for FIFA World Cup, sports apparel companies are trying to attract fans globally with innovation in sports apparel, foot wear and accessories. Go Sports (GS) a local established brand with its independent distributors and licenses and retail stores all over the UAE has a long tradition of staying ahead with a large customer base catering to the needs of all segments in the society. GS Stores has easy outreach to all the customers due to the show rooms in prime locations as compared to other stores. With 20% raise in rental prices this year, the store plans to shift to other cheaper distant locations which may have an impact on sales. The shares of GS are in demand due to increase of 15% in its profitability compared to last year. On the other hand, market research survey indicates that NIKE, Under Armour (UA), Timberland and Adidas will exhibit stellar growth. GS associates itself with sporting events from time to time and attracts customers by having famous sports personalities from all games endorse their products. The Company has around 1200 employees with the annual revenues above 5 billion. It has a well diversified range of products through a mix of independent distributors and catering to different segments of the customers. At the end of March 2014 the management decided to declare attractive dividends to shareholders. It was a major concern that the expenses on advertising increased by 25% but impact on sales were only 11% of it. GS does not adapt the marketing strategies through newspapers, social networking websites to promote its products. GS has future plans to attract customers with low price, high quality and feather weight textiles. It does not have a loyal customer base as found from the feedback collected from customers. With its strong supply chain the company can expand to other parts of the GCC countries with an alliance of local stores. GS plans to enter India, an emerging market with huge population of middle class customers, where the passion for sports is high. Due to inflation and rise in the cost of living there was a persistent demand from employees to revise and increase their package and other benefits. Recently the company lost some of its key senior personnel to competitors due to poor HR policy.

With the growing popularity of sports apparels and accessories among the kids, Adidas has introduced designs featuring cartoon characters which may decrease the sale of GS in this segment. Nike has recently rolled out an innovative footwear platform, with NIKE FLYKNIT that uses yarns and fabrics to create a featherweight, formfitting product. For the past two years R&D at GS has not made enough efforts to develop GS foot wear division. Another concern was the growing cost of manufacture which needs to be considered before pricing the products.

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Component	Test 2 (Open book)	Date	1.5.2014
Maximum Marks	40	Duration	50 minutes

I. Which performance appraisal method is being described in each of the given situations? Briefly explain in a sentence why you think so: [2 x 5 = 10]

1. On assessment, each management trainee is placed in a frequency distribution that required a certain percentage to fall into specific performance classification – top 10%, next 20%, next 20%, bottom 10%.
2. An appraisal form for a sales representative that incorporates input from the manager, other sales representatives, a sampling of customers and his own self-assessment. The manager's manager synthesizes all information received and discusses the results with him.
3. A customer service representative is assessed by his manager using the following form: (5 stand for outstanding performance and it decreases as it reaches 1 which means unsatisfactory performance).
5 → if a customer has purchased defective merchandise from elsewhere that is not responsibility of the store, you can expect this customer service representative to help the customer for needed repairs elsewhere.
4 → you can expect the representative to help a customer by sharing complete information on the store's policies on return.
3 → after finishing with a regular business, you can expect this representative to pleasantly encourage the customer to shop again in the store.
2 → you can expect the representative to delay a customer without explanation while working on other things.
1 → you can expect the representative to treat a customer rudely and with disrespect.
4. A supervisor has written in his Confidential Report assessing his subordinate: 'He has taken extraordinary care of a customer who has purchased a defective item from a company store in another city'.
5. In appraising about the quality of work of a factory worker, a production manager has been asked to use the following format: 5 - □, 4 - □, 3 - □, 2 - □, 1 - □. (Key: 5 – consistently unsatisfactory, 4 – occasionally unsatisfactory, 3 – consistently satisfactory, 2 – sometimes superior, 1- consistently superior).

II. Answer in one or two appropriate words from the management literature which fits in best with the following description: [1 x 8 =8]

1. David, Purchases Manager, receives about 150 messages per day and does a poor job of processing information and sending replies. Identify the cause for this poor communication.
2. According to McClelland, some people like to win arguments and exercise high degree of control over others. Identify the need present in them.
3. An attempt is made to make a job more varied by adding similar tasks without enhancing responsibilities. What is it called?
4. During a selection process, the HR team fails to choose a candidate who would have added value to the organization. Identify the error.

5. A systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job. Name the process.
6. Identify a technique for selecting individuals with high managerial potential based on their performances on a series of simulated managerial tasks.
7. Which is the source of recruitment that attracts candidates to entry level positions?
8. Communication process is incomplete without this final link. Identify the link.

III. Comment on the following statements by stating whether they are true or false, justify your answer:

[4 x 3 = 12]

1. The flow of communication may not be in a single direction all the time.
2. Interviews are the only selection tool in use.
3. Human nature is such that we all want to avoid responsibility as far as possible.

IV. List out the motivators and hygiene factors suggested by Herzberg and match them with appropriate instances from the following case. [10]

People spend their time more at work than at home, so it not surprising that they expect rewards and need to be motivated. Therefore motivating and rewarding employees is one of the most important challenging activities done by managers. This is an illustration as how Cross Rivers Limited (CRL) uses motivational techniques to develop their business as a 'great place to work'.

CRL is a Leader in tourism business with 18 branches all over the United Arab Emirates. There are wide varieties of functions and roles unlike other organizations Human Resource, Finance, Marketing and Information Technology. CRL values and culture support its role as a good employer. These values influence the behavior of individuals within the workplace, making it a positive place to work.

Employees are assigned with defined duties and responsibilities at an operational level. They are encouraged to be creative and use their imagination to contribute towards achievement of organization's goals. They have an opportunity to interact during the break times in the specially provided lobbies that offers food facilities at minimum charge. Employees in sales division meet once a month and share success stories. Based on their performance, they are rewarded with the cash alternatives to give a boost to their contributions. It provides personal development planning for employees which include training sessions on development skills and also study leave to pursue higher studies. HR has formulated a policy of preference to be given to most suitable existing employees for filling up vacancies that arise within the organization. Yoga program offers employees a chance to relax and improve the health. Employees have free access to fitness centre. Health checks and annual fitness assessments by healthcare specialists are offered every quarter. This reinforces staff commitment and provides them a sense of well-being. In the annual meetings the outstanding performers are rewarded under the criteria of Special Values Awards program and receive the special gift hamper as cash prize and certificate of Excellence from the managing director.

To ensure the commitment and continuous improvement policies like flexi-time, working from home, encashment of 30 days annual leave if not utilized can be encashed. Superannuation benefits along with Insurance for life were introduced.

*****Good Luck*****

V. (14)

1. Production Manager presents an overview of the measures to be taken to reduce the wastage in order to attain higher profits
2. The chief functional officers of Accounts, Marketing, Human Resources and Production department meet to discuss regarding the budget and the deadlines for the coming up year 2015.
3. Terry Fox the Chief Finance Officer at Timberland seeks the information of Employee turnover from the Assistant Manager Human Resource department.
4. Mr. Tom Cruise, the cashier at the stores ---sends a report of the collections and receivables for the month of March 2014.
5. Communication can flow through formal or informal channels in an organization.
6. Recruitment process ends with hiring a suitable candidate
7. Grapevine acts as both a filter and feedback mechanism.

VI.

BITS PILANI, DUBAI CAMPUS

Course – MGTS F211 – Principles of Management

2nd Year – Semester II – 2013-2014

Component	Test 1 (closed book)	Date	20.02.2014
Maximum Marks	50	Duration	50 minutes

I. Read the following case and answer the question given at the end: [14]

In 2010 Ryanair based in Dublin was Europe's largest low-fare airline and despite the recession, it carried almost 66 million passengers, a record for that period. In 1985 the company began offering services between Dublin and London, in competition with the established national carrier, Aer Lingus. But the Gulf War in 1990 discouraged air travel and deepened the company's financial problems. In 1991, Chris Locke who stepped in as the company's CEO decided to target flyers who wanted a functional and efficient service, not luxury. He positioned the airline as a 'no-frills operator', in which many traditional features of air travel (free food, drink, newspapers and allocated seats) were no longer available. This led to a turnaround for the ailing airline. In 1997, Steve Rosen presented a report to board of directors about changes in EU regulations. Ryanair quickly took advantage of changes in EU regulations that enabled new airlines to enter markets previously dominated by established national carriers such as Air France and British Airways. He was ably supported by Tony Watson, who is currently head of IT. In late 1990s, Watson was quick to spot the potential of the internet. His representation to the top management was given the go-ahead and www.ryanair.com was opened in 2000 for online booking. Within the next year it sold 75% of seats online and now sells almost all seats this way. It also made a long term deal with Boeing to purchase 150 new aircraft over the next eight years. A team of managers headed by Joe Allen had heavy discussions with Boeing over the terms and conditions of purchase, before the contract was signed. Sam Hopkins, PR executive, is representing the company at the trade association meet this week at Chamber of Commerce and Industries and will be networking with government officials and other airline representatives. Michael O'Leary at Ryanair is renowned for flamboyant statements to the media about competitors or officials in the European commission with whose policies Ryanair disagrees. The factory manager Stephen George follows an open door policy which serves as an invitation to staff to meet him and encourages them to discuss their ideas, opinions and problems.

From the above case, identify which manager suits best for which role from among the 10 managerial roles of Mintzberg? Use the format given below for your answer.

Name of person	Name of managerial role	Appropriate Sentence from the case
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II. Name the management functions by picking out appropriate sentences from the case. [6]

In 2012 the UK Government announced the preferred route for first stage of a high-speed West Coast railway line; the first stage will run from London to Birmingham. Construction is not expected to begin until 2013 at the earliest, with completion about four years later and yearly schedules are being laid out in detail. On Thanksgiving Day every year, the company holds an annual meet for all its employees. The chairman expresses his good wishes and appreciates them for their enthusiastic support while giving awards for excellent performance. At the end of every financial year, the company analyses manufacturing and selling costs incurred during the year along with the targets it has set for itself at the beginning of the year. Wherever actual figures exceed targets, the

concerned managers are asked to submit a report explaining the reasons for it and how such problems can be avoided in future. The whole organization is divided into teams of 5-10 members. Each team had a project leader appointed by the management who picked up members from various functional areas of specialization depending on the requirement of projects that the company has allotted to the team.

III. Identify the principles of Fayol present in the following case with the support of appropriate statements [9]

Since 2010, SAARA LLC is committed to provide confectionery lovers with different varieties of sweets. The company has seven divisions covering all emirates across the UAE. Dubai division is divided into different departments like human resources, accounting, production, packaging, marketing research and development to ensure work specialization and to avoid overlapping of activities. A handbook is given to each employee with rules and policies along with codes of conduct. One of the codes states "The interest of person should not take priority over the interest of the organization". The HR manager Mr. Al Hassan advised every employee to share knowledge and resources across departments to ensure the achievement of common goals and objectives of the organization. Dubai unit is identified as a place where every employee follows safety rules and has regard for government regulations. One of the successful policies adapted by this unit includes the diversity of manpower without discrimination. The Dubai unit handles the procurement of the raw materials and tools for the entire organization whereas marketing and distribution activities are taken care of by each individual unit for themselves in other emirates.

IV. Identify the management approaches from the following statements: [5]

1. The manager has to observe organization size and structure, strategies, organizational environment, competitive conditions and make decisions accordingly.
2. Emphasizing social process and group dynamics at work
3. Application of queuing models and optimization techniques.
4. Analyzing and synthesizing the work flow to improve productivity with efficiency and effectiveness.
5. Formal system of written rules and standard operating procedures that is enforced impartially

V. Comment on the following: [16]

1. Just being effective is not sufficient to be successful.
2. External environment plays an important role in systems theory.
3. Human skills are required to work well in groups.
4. Management principles are applicable everywhere

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International Academic City, DUBAI

2nd Year – Semester II – 2013-14

Course – MGTS F211 – Principles of Management

Component	QUIZ - 1	Date	27.3.2014
Maximum Marks	16 {weight 8%}	Duration	20 minutes
ID NO:	NAME:		

Answer all Questions [1 x 16 = 16]

1. In multinational companies, which type of departmentation is the most common among others?
2. It is not possible to have an organization structure that is completely centralized or decentralized – true or false?
3. Dual command by superiors is present in which type of organization structure?
4. A wide span causes fast communication between superiors and subordinates – true or false?
5. An organization chart shows the Manager of Individual Consumer Sales Division and the Manager of Corporate Sales Division reporting to the Vice-President. Identify the type of departmentation present here.
6. In formulating a plan, it is as important to assess the threats and weaknesses present in the external environment just as it is important to focus on our strengths and remove our weaknesses. What type of planning are we referring to?
7. It is possible to have more than one type of departmentation in an organization. Say True or False.
8. The Purchases Manager receives request for raw materials from production department. He calls for price quotation from different suppliers. After checking for quality the lowest quotation has to be approved by the buying committee before orders are placed. What is this plan called?
9. What is the main purpose of having organizing as a management function? [answer must not exceed 10 words]
10. A cement manufacturing business with a functional structure has recently diversified into electronics. In addition to

functional, what is the other type of departmentation that is required now?
11. A manager who has authority without ----- may misuse his power, hence the two must go together. Fill in the blank.
12. A manufacturing unit has been allocated 240 machine hours, 50 workers and 20 tons of steel to meet its monthly production target. Identify the plan.
13. DEWA has announced a competition for developing a computer application that is open to the public. The circular says: 'For expatriates to participate, they must possess valid residence visa'. Identify the plan.
14. Identify a type of contemporary structure that makes it almost impossible to have control over employees.
15. What is the type of span of control that is present in flat structures?
16. Facebook says, 'Give people the power to share and make the world more open and connected'. What is this type of plan called?

***** Good Luck *****